To study the effect of individual accountability of happiness on employee engagement in the pharmaceutical sector of India

SHORT SYNOPSIS

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DOCTOR OF PHILOSOPHY

to

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by

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DECLARATION BY THE SCHOLAR

I hereby declare that the short synopsis entitled **"To study the effect of individual accountability of happiness on employee engagement in the pharmaceutical sector of India"** being submitted in partial fulfillment of the requirement for the degree of Doctor of Philosophy in the Department of Management & Commerce under the School of Management & Commerce of Manav Rachna University, Faridabad during the academic year 2023 – 24 It is the work that is expected to be carried out under the supervision of **Dr. Pragati Chauhan** HOD-Department of Management & Commerce, Manav Rachna University.

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CERTIFICATE BY SUPERVISOR(S)

This is to certify that, the short synopsis entitled **"To study the effect of individual accountability of happiness on employee engagement in the pharmaceutical sector of India"** is an original piece of work done by research scholar **Shyamasree Chakrabarty** under the supervision of **Dr. Pragati Chauhan** for the degree of Doctor of Philosophy in the Department of Management & Commerce under the School of Management & Commerce of Manav Rachna University, Faridabad during the academic year 2023 - 24

Further, it is certified that the short synopsis is within the plagiarism limit and copy of the same is attached as per the University norms.

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ABSTRACT

Work consumes a significant portion of the human life cycle, but the relation connecting work and happiness often falls short. Having better psychological well-being and individual happiness is crucial to deliver performance in day-to-day work. Emotions directly impact our mental and physical health, shape our decision-making, and influence socio-economic progress. Employee happiness is a key driver of employee engagement and organizational success. The available literature lacks a clear understanding of the relationship between employee happiness and engagement, especially regarding the contribution of employees themselves to these outcomes. This study's objective is to provide valuable insights into the relationships between individual accountability, happiness, and engagement in the workplace context. The study will help to understand what role individual accountability plays in fostering happiness and engagement at workplace and its practical approaches. This is important to establish a strong connection between employee happiness, engagement, and organizational success. Encouraging employee's accountability and ownership of their own well-being promotes a collaborative and supportive work environment, steering engagement, and overall organizational success. Prioritizing well-being, organizations can drive and cultivate a positive and productive work eco-system, as a whole it would be benefiting individuals and the organization ultimately.

Key words: Employee Happiness, Employee Wellbeing, Employee Engagement, Individual Ownership, Individual Accountability, Organizational Culture

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1. Introduction:

We spend a considerable amount of our life at workplace, with the average Indian spending approximately 38 years, or 66,880 hours, in the workplace. Despite this significant amount of time, work and happiness often do not go hand in hand. However, happiness is a critical factor of individual and social wellbeing, with surveys showing that it is a crucial aspect of life for many people. In fact, Roko Belic's documentary film '*Happy*' (2011) found that when surveyed on the streets and roads, the word "Happy" was continuously mentioned as an important part of life. When individuals spend almost half of their lives at work, it's crucial to recognize the impact of psychological and emotional well-being on job performance, as neglecting it can have adverse effects. Lately, there has been significant acknowledgement of people's happiness and emotional health & well-being in achieving development and socio-economic progress (The World Happiness Report, 2020). How Happy are you today or how do you feel about your life now? might be a hard question for an individual to answer, but highly critical from the overall wellbeing of an individual or social environment standpoint. Although happiness is a common desire among people, the recent publication of the Gallup (2022) Global Emotions Report highlights a concerning trend of increasing global unhappiness. Day-to-day experiences such as smiling, laughing, enjoying, feeling stressed, anxious, or sad, have a direct impact on an individual's mental and physical health. Human emotions have an explicit influence in decision making, taking actions and even in the cognition. Thus, it has its own share in socioeconomic progress or vice versa. This also stands true at the organizational level. Past research talked about the criticality and importance of employee happiness and how it positively impacts the relationship with employee engagement that leads to organization success. Kevin K. Claypool (2017) through his research explained that job satisfaction is contributor for employee productivity, however this is a one small dimension in overall employee engagement spectrum. The literature showed that employee engagement is vital for a healthy work-culture and to drive organization performance, however employee happiness is one of the key ingredients to decide whether an employee is engaged or not.

Employee engagement concept has become a popular best practice to understand employee's emotional connect with organization, aimed to attract, and retain employees and drive higher performance. Gupta (2015), talked about cultivating positive emotions in the workplace has a

strong influence on bottom line and also in addition in building a positive work-culture. Positive emotions help in enabling organization to handle negative adversity with more efficiently and effective and helps to promote a better psychological wellbeing at workplace. According to Chantal Olckers et.al. (2017), Positive correlation exists between psychological ownership, workplace engagement and happiness. Continuous increase of professional work pressure and demanding job roles, it is evident that individual requires more effective balance between work and personal need for better adoption and performance. Psychological ownership empowers and enables individuals to better manage their situation and have more balanced work & life, as demonstrated by Furby (1978). Furthermore, Olckers(2013) uncovered a unique relationship between an employee's psychological ownership and their commitment, their job satisfaction, and the intent to stay with organization. Implementing and executing effective measures and action plans can help improve employee satisfaction and maintain high levels of performance. The concept of belongingness, or feeling a sense of ownership towards something, is a powerful idea that positively impacts an individual's experience within an organizational context (Pierce et al., 2001). It is possible to build a connection within individual and the organization and allow them to feel a sense of belongingness and ownership towards organization and its success. To have this, the emphasis should be on the fundamental and essential aspects of psychological ownership for an individual to access the required information and empowered to raise the voice with their opinions in key decision-making processes which targets the objectives. However, this expectation raises a question towards accountability. To have a understanding of who is accountable for developing psychological ownership and confirming a unified flow of information and the right to inspire the decision-making process, is a complex work which involves multiple stakeholders. Wood and Winston (2007) define accountability as the acceptance of responsibility and being answerable for the involved situation. Accountability is typically assigned to individuals when there is a process to monitor or evaluate their performance progress, as noted by Karen Siegel-Jacobs (1996). However, Wood and Winston **(2007)** also highlight that it's possibility to be responsible without being accountable, as responsibility can be granted, given, or imposed. This could be one of the reasons for the frequent misunderstanding of responsibility and accountability.

In his research, Dennis M. Daley (2017) distinguishes amongst job satisfaction and work-engagement to emphasize the importance of work engagement in developing accountability. Work engagement is not just important to enhance productivity and performance for an organization, it also reinforces the focus on accountability and alignment with organization's objectives and long-term goals. When you aim for a better work engagement, it involves nurturing a positive, inspirational, and motivational state where individual wellbeing serves as a foundation of a healthy work culture **(Arnold B. Bakker et al., 2008).** The research shows that employee engagement at workplace is significantly influenced by various dimensions, such as career advancement, empowerment, supervisory leadership, and managing performance, along with individual aspects like optimism, self-efficacy, and self-esteem. In addition, it has also highlighted the benefits of work engagement on individual well-being and its competitive advantages at the organizational level. Positive psychology intends to plug the positive qualities and positive experiences in person, institution, and communities. The goal of positive psychology is more around shifting the focus solely treating negative aspects of life to understand and enhance the positive aspects, which includes individual happiness, well-being (Seligman & Csikszentmihalyi, 2000). Eventually the aim is to help people to lead a more satisfying and fulfilling lives. As per Harter et al. (2002), positive psychology has an influence on employee engagement and leads to great job commitment and satisfaction by focusing on developing individual's strength's, positive emotions, and emotional and intellection wellbeing.

The positive psychology interventions like positive habit developments, inculcating positive thought processes by various activities can help in promoting better employee wellbeing and drives an environment of positivity that fosters engagement. This also emphasizes the importance to nurture a positive relationship, both at work and life. Employees who experience positive emotions at work are better in managing their work and life.

The happiness in relation to individual accountability concept refers to belief that every person is responsible for their own happiness and wellbeing. This perspective refers that individual should own their happiness and wellbeing responsibility at certain extent and strive to achieve it for a thriving life. At work this is related with increased level of motivation and job commitment. When an individual embraces own happiness accountability, they become more

proactive in actions and put effort towards personal and professional growth. They are dedicated to their actions and exhibit a positive attitude towards life. They are purpose driven and more satisfied. When your purpose and work is aligned, it is a source of pride and enjoy every day work. It brings belongingness towards organization. However, nurturing individual accountability is not considered as a replacement for a supportive work environment or culture. Organization's role to have a culture where everyone deliver performance and have better wellbeing is continued to be there. It is essential for an organization to provide with all essentials and enablers which is important. Hence organization should continue to play their role in providing all resources and supports, and at the same time individual to understand their accountability and ownership to have a happy life.

Why it's important to understand the different factors of employee engagement which is getting impacted by individual accountability of happiness? Firstly, employee engagement is very crucial for an organization's success since it is strongly connected with better performance and innovation. Secondly, with the rapid growth of Indian sectors it is highly recommended to have a better hold on talent pool to maintain & sustain the competition. Have a better understanding of the factors influencing engagement can help organization to make more positive culture and enhance the retention.

Also, India's unique perspective of culture and social context can have an effect on employees' perceptions of their work and level of engagement. By studying and understanding the influence of individual accountability and self-ownership of happiness on employee engagement can provide valuable insights. This insight would help organizations in India to have better employee engagement strategies and empower individual to nurture wellbeing with awareness, which would promote a sustained and positive work environment.

2. Description of Broad Area:

The pharmaceutical industry in India is contributing a significant role in the country's socio-economic progress, in addition to a global stage. The growth of the pharma industry in India is driven by the increasing need for medical support and medicine, especially among the aging population. By 2050, the population above 70 years old worldwide is expected to increase 3 times, providing a significant factor for growth in the pharmaceutical industry. Additionally, changes in global lifestyles and food habits have led to an increase in chronic diseases such as diabetes and cardiovascular disease. According to the India Brand Equity Foundation (IBEF), the Indian pharma market was valued at $42 billion in 2021 and the Indian pharmaceutical industry is projected to grow annually over 10% to reach a size of US$ 130 billion by 2030. This expansion has increased pharmaceutical market size and created opportunities for employment, making the healthcare sector a substantial contributor to India's GDP, with the Reserve Bank of India projecting a 2% sectoral contribution in 2021.

India is the world's largest provider of generic medicine. It is ranked third in terms of volume and among the top 10 in terms of value. In the past few years, India has established itself as one of the leading makers and exporters of COVID-19 vaccines and generic medicines worldwide. The speedy development of the pharmaceutical sector in India has created a significant increase in job opportunities. With market growth and technological improvements, the pharma sector is undergoing substantial changes in order to better fit with consumer requirements and enhance healthcare results. To remain viable and fulfil market expectations, pharma sector requires qualified employees with specialized talents in innovation, technology, and medicine research. This generates motivation for the creation of new training programs and courses such that employees have the skills required to deliver cost-effective medications to everybody.

Considering the substantial need and expansion potential in the healthcare sector, competitiveness is severe in this field owing to the characteristics of critical innovation, quality of product, R&D, various stages of drug trials to check their efficacy. COVID-19 has also revealed the weaknesses of medical facilities in dealing with global epidemics and modifying employment conditions and talent requirements in this sector.

The nature of human resource management (HRM) and talent acquisition are crucial factors in an industry where knowledge and expertise are paramount. The high demand in this sector, however, impacts employees, resulting in job-related stress, disengagement, burnout and adverse impacts on individual health and happiness. COVID-19 pandemic is having significant short- and long-term effects on the pharma field, according to research by Nayyereh Ayati et al. (2020). In short, India's healthcare sector is having a key contribution to the nation's economy, acting as a driver for innovation and development. However, the sector is complicated and fiercely competitive with several difficulties affecting employee satisfaction and involvement at workplace. To improve employee involvement and employee health in this sector, pharma industry must focus on managing talent and build positive workplace for employees.

In the context of Indian pharma industry, understanding employee well-being and their happiness at workplace is also crucial. Employee engagement in India has been linked to aspects such as work satisfaction, organizational commitment, and manager's (or superior's) support (Muduli, 2016). Therefore, it is important to understand workers happiness and their engagement at workplace for various reasons. One, the healthcare industry is fiercely competitive and depend upon good R&D, product realization to be sustainable. Second, Pharma industry innovates and create products which directly affects people's health. A sense of responsibility prevails over the industry and employees. Third, strict rules and regulation binds the pharma sector and often employees have to work under intense pressure to meet deadlines. Employee involvement can be impacted by these factors and can result in highly disengaged employees. Hence, employee engagement and well-being are important to retaining good talented workers and in turn drive innovation and productivity in pharma sector.

Gallup is a highly regarded management consulting organization that is well-known for conducting the UN World Happiness Research. According to their latest report, "State of the Global Workplace 2022 - The Voice of the World's Employees", only 2 out of 10 employees are currently engaged. Interestingly, the trend in employee engagement has only marginally improved over the last decade. In 2009, only 12% of employees were engaged, whereas the figure has increased to only 21% in 2021. According to a report by Market Research Future, the global employee engagement market was valued at US$ 8.53 billion in 2020, and it was

projected to reach US$ 25.9 billion by 2025, with a compound annual growth rate (CAGR) of 24.2% during the forecast period. Another report by Grand View Research predicted that the global employee engagement market would grow at a CAGR of 13.4% from 2021 to 2028, reaching a value of US$ 52.3 billion by 2030. Corporates are investing in employee engagement and talent retention. However, in spite of significant funding, historically there has been little improvement in overall employee engagement. This prompts the issue of what is lacking in existing employee engagement methods, despite significant resources devoted to them.

Most of the current employee engagement activities focus more from organization and managerial level compared to employees' point of view. As working adults spend almost one-third of their daily life at work, employees' point of view should be important factor in employee engagement process. Usually, organization often considers employee happiness and employee engagement as two different concepts. Also, it is critical to note that employee's engagement and happiness should not be linked to external factors only. According to a study by Harvard Business Review (HBR), employees who take ownership and initiative for their own workplace involvement enjoy better levels of fulfilment and are more likely to stay with their organization. Hence, it is important to involve employees in employees' engagement activity and motivate them to take ownership of their own involvement. This may include giving resources and tools to employees to measure own engagement levels. Also, organization may promote transparent communication and feedback process and cultivate a culture of inclusiveness as well as personal accountability. A more collaborative and supporting atmosphere will result in better levels of engagement and organizational productivity.

Many firms realize the value of engaged workforce whose contributions are important stepping stones for overall success. Still, they find it difficult to balance organizational objectives with employee engagement and happiness. Literature review finds a gap in finding a tangible link between employee engagement and employee happiness, with lack of attention on the role of individuals accountability.

According to a study published in the Journal of Business and Psychology, employee happiness is a significant factor of employee engagement, and organizations should focus on creating a culture that promotes both employee engagement and happiness (Saks, A. M. 2006). Another

research published in the Journal of Applied Psychology (Shuck, B., & Reio Jr, T. G. 2014), it was found that employees who see their company as being supportive of their well-being are more likely to be committed and engaged in the work. This emphasizes the significance of fostering a culture of respect, trust and support towards employees. Hence, it is important for organization to recognize a connection between employee engagement and employee happiness. They must also include process of encouraging workers to take accountability for individual well-being and happiness. This may create a more collective workplace which can increase employee engagement, employee happiness and finally help organization achieving its objectives.

3. Literature Review:

Willian Kahn, professor at Bostin University, known as the father of employee engagement. His research started in the late 1980s. He was interested in understanding and exploring how employee can bring their whole selves at workplace and how this relates to the overall wellbeing & performance. Kahn's research (1990) explained the importance of job resources to facilitate employee engagement, like social support, feedback, empowerment & autonomy, and career opportunity for growth. He talked about that if employees have access to these resources, they are more likely to perform better and feel attached & engaged with the organization.

Gallup, a global consulting, and analytical firm have been tracking employee engagement across world since 2000. As per Gallup "State of the Global Workplace 2022 Report", which has a view o 9000000 employees in 155 countries. The report reflects that 2 out of 10 employees are fully engaged at work while majority are not engaged. In 2009, the engaged employee population was 12% and in 2021 it was 21%. In last more than a decade the improvement is even below 10% despite so much of effort and work across organization. Gallup's research suggests that career opportunity, manager support, organizational value alignments some are the key contributor for an organization to foster employee engagement. However still the question arises, what is missing to improve employee engagement at work.

Kular, S et al. (2008) in his research talked about comprehensive overview of employee engagement and shows that highly engaged employees tend to perform higher than others. His theoretical model suggested that employee engagement is influenced by a combination of job demands, resources and social exchanges between employees and the organization.

Shuck, M. B., & Wollard, K. K. (2009), traces the evolution of the employee engagement concept over time along with its connection with job satisfaction, motivation and commitment. This study explained the detailed historical overview of employee engagement concept. Author also argues that the previous definition of employee engagement is incomplete since it was only focusing on certain aspects only like job satisfaction or motivation. Author suggested new definition which includes three dimension like vigor, dedication, and absorption to provide a comprehensive employee engagement approach.

Bedarkar, M., & Pandita, D. **(2014)** in their study identified drivers of employee engagement that impact the employee performance: leadership, job characteristics, organizational culture, and employee development. The studies explains that organization can improve employee performance by focusing on these drivers.

Psychological ownership can be attained by implementing the promises and commitment of an organization along with providing job satisfaction. Employees with strong sense of responsibility and accountability found as more positively related to better performance. This study highlighted that by promoting psychological ownership organization through autonomy, involvement and empowerment to have a better control on work, can help organization to boost their performance and organization growth. The study emphasizes the importance of psychological ownership as a valuable tool to drive employee engagement, happiness, and organizational performance.

Work engagement is an important aspect of occupational wellbeing and plays a critical role in promoting health, satisfaction, and overall organization performance (A.B. Bakker et al. 2008).

Different people have different emphasis on work engagement. Some focuses on work role and some for-work activities or the work itself. Majorly there are two schools of thoughts. One is viewing work engagement as the direct oppositive to burnout, Maslach and Leiter (1997)**.** And the second one is viewing work as independent concept which is negatively related to burnout, Schaufeli et al. (2002). The second opinion is operationalized work engagement as a positive and fulling state of mind which characterized by vigour, dedication and absorption. However, this differs from the approach shared by Kahn (1990**).** As per his concept engagement is about connecting the individual with their work role. Kahn (1990) talked about the relationship exists between a person's physical, emotional, mental drivers with the work role they perform and allows them to express themselves. But Kahn (1992) distinguishes the concept of employee engagement from psychological presence. Engagement is a behaviour and mainly focused to produce positive performance at work, for individual and organization both. Rothbard (2001), defines engagement as two dimensional motivational constrict which focuses on attention and absorption.

While there are different perspectives of employee engagement however most of the scholars agree that engagement is the emotional and intellectual frame of mind which derives from higher level of motivation and strong identification with one's work.

Though people often use employee engagement and happiness interchangeably, however they are not the same. Employee engagement measures the employees' emotional and intellectual commitments towards work. In other hand employee happiness is more around employee overall wellbeing and satisfaction towards work & life. Martin Stairs and Martin Galpin (2009) explores the positive engagement concept at work and defined employee engagement as degree to which employee feel connected to their work and depth of commitment. Author puts the point across that employee happiness broader spectrum than employee engagement and it factors in positive emotions, meaningfulness, relationships, and work-life.

Kaisa C. Wieneke et al., 2019, showed in their research that with a wellbeing champion organization gets more favourable response than those without also Happier employees are more engaged and productive and loyal. Arieana Thompson and Valentina Bruk-Lee (2020) research shows happy employees has lower absenteeism and turnover; hence it is important to invest on employee happiness.

A positive relationship found between organization virtuousness and engagement, Singh et al. (2018), in his research which includes various industries from India. Also, Singh et al. (2022) in the research explores the criticality of work and play. Since work is a significant part of life, it also explored the subjective perception of happiness in India.

Cynthia D. Fisher (2011) explores the concept of happiness at work along with organizational behaviour. As per the authors, happiness at work is more than job satisfaction and it should be conceptualized & measured at multiple levels to gain positive consequences for individual and organization.

There is a strong relationship between career and happiness, Julia K. Boehm and Sonja Lyubomirsky (2008). A happy individual tends to be more successful at work & life, always willing to pursuit for new goals. Happiness or subjective wellbeing is strongly associated with frequency of people's positive emotions experienced Diener, E., Sandvik, E., & Pavot, W. (2009), and hence it is important to nurture positive emotions consistently.

3.1 Happiness:

Happiness is considered to be a state of mind that involves good emotions, contentment and life satisfaction. It is frequently attached with emotions of pleasure and fulfilment and can arise through personal accomplishment, interpersonal connections, healthy relationship etc. Happiness is often viewed as significant goal in life to have. Many scholars and thinkers have given different perspectives about happiness. E.g. Aristotle said – 'Happiness is the meaning and the purpose of life, the whole aim and end of human existence'. However, Albert Camus explained it as 'the simple harmony between a man and the life he leads.

Historically, research on happy emotions and well-being of people have been dominated by study on more negative emotions like anxiety, depression, anger etc. (Susniene & Jurkauskas, 2009).

Even with the substantial influence negative emotions have on us, scholars have started giving importance on doing research related to positive emotions. Still, there are few research paper on positive emotions as compared to negative emotions, as per Psychological Abstracts.

Despite the significant impact of negative emotions on our lives, researchers are increasingly recognizing the importance of studying positive emotions, including happiness. However, according to Psychological Abstracts, there are significantly fewer articles on positive emotions compared to negative emotions. Achieving happiness is a multifaceted dimension that includes a delicate balance of a person's entire lifestyle. Happiness may be influenced by external factors like interspersal relationship and meaningful activities, and it is not confined to factors like wealth and health. Happiness research has a long history of its relation with religion and life's philosophy, and researches still continuing how to generate and preserve happiness.

In general, there are two traditional approaches towards happiness in the literature, i.e., Hedonic view and Eudaimonic view (Ryan, Huta & Deci, 2008). Hedonic view focuses on minimizing negative emotions and maximizing positive emotions. While Eudaimonic view tries to get happiness from one's own virtues and lifestyle. Both approaches aim to get a roadmap for achieving happiness. Ryan et al., 2008 in the research concluded that Hedonic

thinking takes oneself to happiness for short term whereas Eudaimonic way leads to more fulfilling and long-term happiness.

Well-being is defined by ideal psychological functioning and experience which extends beyond simplistic distinction of mental illness and its absence in a person (Ryan & Deci, 2001). Subjective well-being (SWB) focuses on how people assess their own happiness and quality of living using their own subjective perception **(Ryan & Deci, 2001;** Susniene & Jurkauskas, 2009). Uchida et al., 2004 proposed high ration of positive to negative feelings as measure of happiness which also included concepts of SWB. They also suggested that cultural values, practices also influence happiness.

Psychologist Abraham Maslow, published a book titled **"Towards a Psychology of Being" (1962)**, where he established a theory of quality of life based on ideas of human needs. He proposed 8 (eight) needs of human and gave a hierarchical order i.e., physiological needs, safety needs, love and belonging, esteem needs, cognitive needs, aesthetic needs, self-actualization, and self-transcendence. He postulated that people first focus to fulfil basic needs, then move towards other complex ones. His study provides a outline for comprehending human motivation and growth.

The term positive psychology was coined by Martin Seligman (2002). He defined it as study of positive emotions, human strengths and virtues, with the aim to help people to pursue happy and fulfilling life. Positive psychology involves research on what constitute a pleasant life, engaged life, and meaningful life. Pleasant life is one with satisfaction and enjoyment, engaged life is being fully interested in challenging activities and meaningful life looks for finding a purpose and meaning to life.

Seligman in his article titled "PERMA and the Building Blocks of Well-Being" in the Journal of Positive Psychology (2018) presents the PERMA model, which consists of five essential elements of well-being i.e., Positive emotions, Engagement, Relationship, Meaning and Accomplishment. He proposed that these five elements are fundamental foundations for human well-being and may help people to live happy and fulfilled life. Individual may work towards a more positive and rewarding life by focusing on positive emotions, engagement, relationship, ma\meaning and accomplishment. According to Seligman and Csikszentmihalyi (2000), positive psychology can help in human well-being and in turn prevent mental illness.

Biswas-Diener &Tay (2012) article titled "Happiness in India" investigates the idea of happiness in Indian cultural setting. According to authors, empirical research on happiness in India in relatively new field although India has a history of various philosophies of life and their fulfilment. The authors discussed about the importance of social ties and family in Indian culture. They also investigated the material and economic factors in happiness for Indians. They concluded that relationship between economy and happiness is complex and good economic growth does not always turn to increased happiness to individuals.

Gavin & Mason, (2004) suggest that there is a connection between work engagement, organizational commitment and individual happiness with happiness encompassing many dimensions. One of the dimensions being work engagement, which results in favourable organizational outcomes, Therefore, investigating the relationship between these variables is important criterion for comprehending how happiness affects individuals and organizations.

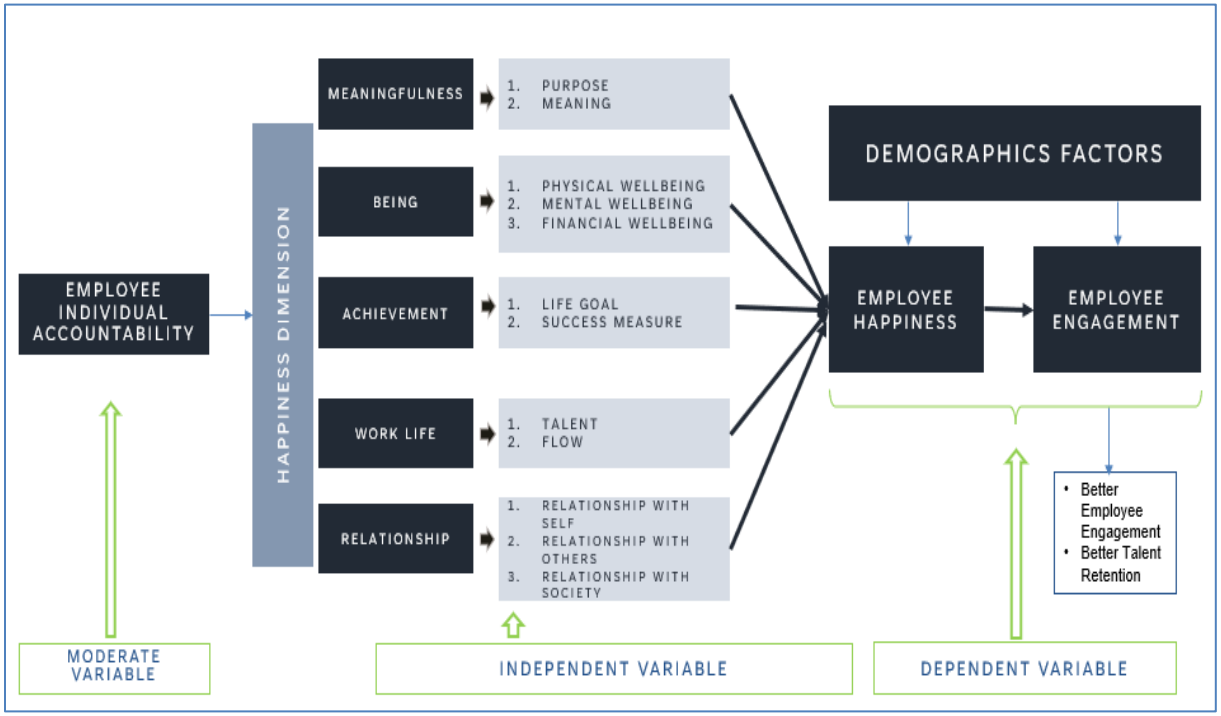
4. Research Objectives:

4.1 Objective of the Study

- To study the impact of individual accountability of happiness in driving employee engagement within Indian pharmaceutical industry.
- To study the importance of individual accountability of happiness on employee experience and engagement
- To study the impact of demographic variables (Age, Tenure, Gender, Job Level) on employee happiness in relation with employee engagement

The study would use both qualitative and quantitative research methods. The quantitative research would involve a survey to a representative sample of employees from pharmaceutical industry-based organization in India and qualitative would involve conducting an in-depth interviews and focus group with selected employees, managers and leadership team. Intend of the study to explore the individual accountability of happiness and the impact on engagement in the organization.

4.2 Conceptual Framework:



(**Figure: 1** – Conceptual Framework of the Study)

Basis the review done of studies conducted worldwide, the theoretical framework presented in figure 1 to provide a direction to the overall research. Below summary of dependent and independent variable have been given:

Independent variables: Relationships, Meaning/Purpose, Being, Achievement and Work Life

Moderating variables: Individual Accountability is considered as moderating variable. This states the idea that individuals are responsible for their actions and decisions; suggests that individual are accountable for their performance, behaviour, and outcomes.

Dependent variables: Happiness level in different settings & Employee Engagement/ Satisfaction

4.3 Some of the prominent tools available to measure happiness are:

Oxford Happiness Questionnaire: The Oxford Happiness Questionnaire was developed by psychologists Michael Argyle and Peter Hills at Oxford University in 1989. This questionnaire has 29 (Twenty-Nine) questions with 06 (Six) point rating scale.

Subjective Happiness Scale (SHS): This questionnaire was developed by Lyubomirsky & Lepper (1999). It has four questions with a 7 (Seven) point rating scale. The scale requires participants to use absolute ratings to characterize themselves as happy or unhappy.

The Positive and Negative Affect Schedule (PANAS): This was developed in year **1988** and was used to identify the relationship between personality traits and positive or negative affects at a given moment, today, the past few days, the past week, the past few weeks, the past year, and generally (on average).

The Satisfaction with Life Scale (SWLS): This is a global cognitive assessment of life satisfaction developed by Diner (1985)**.** This questionnaire has 5 questions about life and involves a person to use a seven-item scale to state their agreement or disagreement.

UN Happiness Research Cantril Ladder Question – Cantril Ladder question is single ladder question asked with 10 (Ten) scale to understand current life situation. (01 being worst condition in life and 10 being best possible life)

4.4 Hypotheses of the study

To achieve the objective of this study, the following research hypotheses are to be examined.

A. H1: There is a strong and significant relationship between individual accountability of happiness on employee engagement at work.
B. H1: Increase in individual happiness has a direct positive impact on engagement of the individual with organization.
C. H1: There is no relationship between employee happiness and employee engagement.
D. H1: Employee with strong relationships is happier than employees with weak relationships at work.
E. H1: Employees with strong relationship are higher engaged than employees with weak relationships at work.
F. H1: Employee with strong meaning & purpose are happier than employees with weak meaning and purpose at work.
G. H1: Employee with strong meaning & purpose are higher engaged than employees with weak meaning and purpose at work.
H. H1: Employees who are mindful are happier and highly engaged than employees who are not mindful of things around them.
I. H1: Employee with strong "being" are happier than employees with weak "being" at workplace.
J. H1: Employee with strong "being" are highly engaged than employees with weak "being" at workplace.
K. H1: Employee with strong "achievement" are happier than employees with weak "achievement" at workplace.
L. H1: Employee with strong "achievement" are highly than employees with weak "achievement" at workplace.
M. H1: Employee with strong balance in work & life are happier than employees with weak balance in work & life at workplace.
N. H1: Employee with strong balance in work & life are highly engaged than employees with weak balance in work & life at workplace.

O. H1: Gender has influence on the impact of individual accountability on employee happiness and employee engagement.
P. H1: Tenure of an employee positively influences the importance of individual accountability and its impact on employee happiness and employee engagement.
Q. H1: Employee Age positively influences the importance of individual accountability and its impact on employee happiness and employee engagement.

5. Research Methodology to be Adopted:

A. **Research Design** – This study would use both qualitative and quantitative methods to test our hypothesis and obtain results.

   a. Qualitative in-depth discussions: The aim of the study to investigate the factors contributing towards employee happiness and engagement in the Indian Pharmaceutical industry through qualitative in-depth interviews and analysis. Target is to have at least 50 one to one interview to conduct in the first phase. The focus of the interview to understand the different variables influencing individual happiness and how it impacts their work engagement along with the role of individual accountability. Also, in addition verbatim data would be captured through employee survey and it would be analyzed.

   b. Questionnaire for the quantitative study: The qualitative study to conduct to understand the key drivers of employee happiness and engagement and how this is influenced by the individual accountability. A survey to be launched within pharma employees and detailed data analysis to be done. This quantitative study would help us to understand the relationship of the different factors and validate the hypothesis.

   c. Pilot Study: As per need a pilot study would be undertaken to fine tune the study instrument and remove all biases. Findings from pilot study may help to make necessary adjustments to the tools and techniques.

B. **Sample Size** – Target is to collect 500 (Five Hundred) employees (quantitative analysis) and 50 (Fifty) qualitative interviews from pharmaceutical industry India (Maharashtra). To determine the sample size for this study, will consider the following areas, which are usually used in statistical analysis:

   a. Level of precision: will set a margin of error of 5% (Five percent) and would ensure that results are reliable and valid.

   b. Will use a 95% (Ninety Five percent) confidence level to select samples. By this level of confidence, target is to ensure that the findings are accurate and reliable, giving significant insights into the influences that contribute to employee happiness in the Indian pharmaceutical industry context.

c. Degree of variability: The degree of variability in the attributes will be considered to create the sample size. This would ensure that the distribution of attributes in the population is heterogeneous.

C. **Sampling Techniques**: There will be two sampling technique to be followed:
   a. Purposive Sampling: In this research purposive sampling will be considered to collect the qualitative data. This is a non-probability sampling technique to selects sample on a specific purpose or criteria.
   b. Simple Random Sampling: In the simple random sampling all participants will have an equal chance of being selected for the sample. In this study, it is employees from different pharmaceuticals industry from India and quantitative data will be collected through simple random sampling.

D. **Data Collection Method -** The target is to collect primary data from designed questionnaire administered across 500+ (Five Hundred plus) employees in pharma industry. A survey will be launched to collect the data and individual one to one connect will be done for qualitative analysis along with focus group discussion. Also, secondary analysis would be conducted to have a comprehensive understanding across Indian pharma industry and how they operate, what are the impacts or influences of different factors.

E. Technique of Analysis – To support the research objectives and test the hypothesis, both Qualitative and quantitative techniques to be used to analyse and understand the collected data. The numerical analysis will use various statistical techniques such as descriptive analysis, chi-square, cross-tabulation, factor analysis, t-test, ANOVA, independent sample t-test and other different methods that best fit the nature of the data analysis. The qualitative analysis or verbatim analysis would involve coding and interpretation of the interview data and other open-ended questions in the questionnaire.

6. Expected Outcome of the Research:

The significance of study for India is appended below:

India's Pharma sector is critical driver to country's economy. This industry engages a large pool of workforce. As per Government of India's (GOI) projection, pharma industry's growth is crucial for country's development. Gradually, organizations in India are giving focus on employee engagement as this factor has been linked with job satisfaction, employee retention and higher productivity. Although there is increasing research on employee engagement and happiness, there is still ambiguity on who is accountable for employee happiness and how it affects individual happiness and engagement at workplace, particularly in Indian context. This study intents to explore the above relationships in the Indian pharma sector. The same relationship may have implications to other Indian industries as well. The study may provide fresh insights into the complicated relations employee engagement, happiness and individual accountability.

The cultural environment of India may impact the relationship between individual accountability on employee engagement and happiness. The research can offer pharma as well other sectors practical tactics to promote positive and productive work environment. This research may potentially add to current body of literature on employee engagement and happiness, which has been focussing historically on Western world context. The study can contribute more nuanced and diversified understanding towards Indian setting.

Based on the research hypotheses proposed, the expected outcomes are:

- To provide data to support the idea that individual happiness has a positive impact on employee engagement. Offering support on the hypothesis that increase of employee happiness have strong impact on employee engagement in the organization (H1A)
- To find a distinct relationship between individual accountability in employee engagement and employee happiness. Hence, supporting the hypothesis (H1B) that there is a significant relationship between individual accountability of employee engagement and employee happiness.
- To offer support to the hypothesis that employees with strong interpersonal relationship at workplace are happier than employees with fragile relationship (H1D). In addition,

the hypothesis that employees with strong relationship are more engaged compared to employees with weak interpersonal relationship (H1E).

- To provide data that individual with strong meaning and purpose at workplace are happier than employees with weak meaning and purpose (H1F). Also, to the hypothesis of employees having strong meaning and purpose are more engaged than employees with weak meaning and purpose at the workplace (H1G)
- To support the hypothesis that employees who are mindful of things around them are happier and more engaged than employees who are not mindful (H1H).
- To provide data to the hypothesis that employees with strong "being" at the workplace (i.e., a sense of well-being and contentment) are happier than employees with weak "being" (H1I). In addition, to support the hypothesis that employees with strong "being" at the workplace are more engaged than employees with weak "being" (H1J).
- To provide evidence to the support the hypothesis that employees with strong "achievement" (i.e., a sense of accomplishment and fulfilment) at the workplace are happier than employees with weak "achievement" (H1K). Also, to the hypothesis that employees with strong "achievement" at the workplace are more engaged than employees with weak "achievement" in similar environment(H1L).
- To provide data to support the hypothesis that employees with good balance in work and life are happier than employees with fragile balance in work and life at the workplace (H1M). In addition to it, the hypothesis that employees with strong balance in work and life are more engaged at the workplace than employees with weak balance in work and life with same condition(H1N).
- To examine the impacts of socioeconomic factors on employee well-being, happiness, and employee engagement at work. Also, to provide data in support of the hypotheses that gender has an influence on the impact of individual accountability on employee happiness and engagement (H1O). Also, hypothesis that tenure of employee is a factor which influences the importance of individual accountability and its impact on employee happiness and engagement (H1P)
- To provide data towards the hypothesis that employee age also positively influences requirement of individual accountability and its influence on employee happiness and engagement (H1Q).

The research may provide light into the complicated relationships between individual accountability, employee happiness, and employee engagement. This study can offer important strategies for establishing a positive and productive work environment in the Indian pharmaceutical sector and to other sectors also. Furthermore, by providing research gaps and new insights, this research may serve as foundation for future research towards employee engagement, employee happiness, individual accountability in Indian scenario. The study may suggest firms in which areas they can improve to promote positive and productive environment, which in turn can help in employee engagement and retention. Above all, the research may contribute to the expanding knowledge of employee well-being, employee engagement and happiness and provide a launch pad for further research in these fields.

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Table References:

Table 1:

The current life expectancy of Indian in 2022 is 70.19 years (as per UN Department of Economic and Social Affairs Population Division, World Population Prospects 2022). As per the below table calculation, an average Indian spends approx. 66,880 hours (which is 38 years) at work.

The current life expectancy for India in 2022	70.19	In Years
Average people start work at age	22	In Years
Average Retire Age	60	In Years
Total Year for Work	**38**	**In Years**
Workday per year	220	In days. Considered 104 weekend, 33 EL/CL, 8 Holidays
Work hour per year	1760	In hours. Considered 8 hrs per day
Work hour entire life	66880	In hours

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